

92-05165/

**TASK FORCE TO REVIEW**

**NORTHERN POST SECONDARY EDUCATION**

Submitted to:

Ministry of Advanced Education,  
Training and Technology

March 31, 1992

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## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **COMMITTEE MEMBERS:**

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**BULKLEY VALLEY - STIKINE**

**PAUL RAMSEY, MLA**  
**PRINCE GEORGE NORTH**

**HELMUT GIESBRECHT, MLA**  
**SKEENA**

### **TERMS OF REFERENCE**

- to receive representation from the public and educators in communities throughout the four northern college regions, with regard to public aspirations and concerns about development and delivery of university programs in the northern communities and in particular with regard to the regional mandate of UNBC;
- to report the findings with respect to public and institutional aspirations and concerns related to the delivery of university education in northern British Columbia; and
- to submit a report to the minister upon completion of the review.

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

**The committee's schedule for visiting northern communities:**

|                             |                                                                                                         |
|-----------------------------|---------------------------------------------------------------------------------------------------------|
| <b>Sunday, March 8:</b>     | <b>Prince Rupert</b>                                                                                    |
| <b>Monday, March 9:</b>     | <b>Kitimat in the morning<br/>Terrace in the afternoon/evening</b>                                      |
| <b>Tuesday, March 10:</b>   | <b>Hazelton in the morning<br/>Smithers in the evening</b>                                              |
| <b>Wednesday, March 11:</b> | <b>Burns Lake in the morning<br/>Vanderhoof in the afternoon/evening<br/>Overnight in Prince George</b> |
| <b>Thursday, March 12:</b>  | <b>Quesnel in the morning<br/>William's Lake in the afternoon/evening</b>                               |
| <b>Friday, March 13:</b>    | <b>Fort St. John in the morning<br/>Dawson Creek in the evening</b>                                     |

**NOTE:** Due to adverse flying conditions the Task Force was unable to convene the meeting in Fort St. John

### **ACKNOWLEDGEMENTS**

The Task force appreciated the assistance provided by the UNBC staff; Mr. Dennis MacNack, Mr. Dean Cooper and Ms. Tracey Niesh, for her tremendous effort to arrange our tour and type out the transcripts of the meetings.

The Task Force also appreciated the technical information provided by Ms. Anne Burch, Ministry of Advanced Education, Training and Technology. Further acknowledgements to those people who set up meeting halls, offered the Task Force their hospitality and to those who participated in the discussions at the meetings.

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **PREAMBLE**

The main function of the Task Force was to listen to the public and educators within the northern regions regarding the regional delivery of UNBC programs. The Task Force was to compile those findings and report to the Minister of Advanced Education, Training and Technology, the Honourable Tom Perry. This report submitted, March 31, 1992, is the result of meetings held throughout the four northern college regions (Northwest, College of New Caledonia, Northern Lights, and Cariboo College).

The Task Force met with 350 people, with further input through telephone calls and letters. The meeting format involved formal presentations and general discussion, which allowed for a free flow of ideas, opinions and thoughts.

From the first of the meetings in Prince Rupert to the final meeting at Dawson Creek, the residents of these northern communities expressed tremendous support for the University of Northern British Columbia (UNBC). During each meeting, people expressed their desire for a university presence in their community. There was a range of expectations regarding program delivery; however, four themes have been common to all meetings.

These are as follows:

- 1) That the planning for the regional delivery of UNBC 's programs and services occur at the same time as the development of the Prince George campus.
- 2) That there be more "regional" representatives on the Interim Governing Council (IGC).
- 3) That UNBC develop "non-traditional" approaches to delivery systems, administrative structures and partnerships with other educational institutions, in order to meet the post secondary needs of the northern communities it will service.
- 4) That the building and opening of the Prince George campus continue to proceed as quickly as possible.

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **CONTROL AND GOVERNANCE**

Many expressed concern about the structure of the Interim Governing Council (IGC) and the administration for UNBC. It was clearly stated in most communities that "regional" representation on the IGC must occur in order to ensure community support, and further, that those who represent a region should have defined accountability to their communities and a higher profile within the communities.

Many people put forward the view that the present college systems already provide administrative structure. Suggestions were put forward for an administrative partnership that could result in fewer redundancies of administrative functions and better use of limited resources. The concept of UNBC "regional vice-presidents" using college administration for those positions was suggested.

### **RECOMMENDATIONS:**

- 1) That the membership of the IGC be expanded to provide greater regional representation and that the IGC broaden its representation of women, aboriginal peoples, labour and trades, and innovative educators.
- 2) That IGC members have a "job description" to ensure accountability to the communities they serve.
- 3) That innovative administrative structures be explored to address the concerns of the communities for regional input into planning and programming.

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### **COMMUNICATION AND DECISION MAKING**

Communication was a priority in all communities. A general lack of awareness about the development and planning of UNBC was evident in questions asked throughout the meetings. Students and parents expressed the need for more information regarding UNBC plans for programs. It was apparent that some communities had many contacts with UNBC staff and felt involved in the University's decision making. It was also made clear that some communities had very little contact or had little involvement with UNBC (particularly in the Northwest region). Although UNBC staff have made contact with colleges, Rotary clubs, Chambers of Commerce, etc., the information has not spread to the community at large.

People talked of an inability to interact with IGC, and expressed hostility and mistrust towards the members on this council.

### **RECOMMENDATIONS:**

- 1) That UNBC develop a communication strategy and timelines for informing the people of the region of the University's plans.
- 2) That the IGC "open up" the council and its committee meetings, and allow for public decision making.
- 3) That UNBC develop a communication vehicle to provide students with information on programming through high school visits, and advertising, etc.
- 4) That UNBC develop a communication structure to involve its educational partners (school districts, colleges, private institutes) in providing information from and about the university.

## TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION

### MODELS OF REGIONALIZATION

Solicitation of community support for UNBC from the regions outside Prince George was based largely on the Dahllof report.

This promotion led to the expectation of regional facilities and full regional programming. Questions during the meetings indicated that many were not aware of changes made by the Implementation Planning Group. The result has been consternation and confusion as many communities didn't realize that the plans for regionalization of UNBC had changed.

Questions then prevailed such as, what caused the change and what will replace the Dahllof Report? It is clear that regional programming is required to ensure the continued support of communities for UNBC.

It was stated previously in this report that there are a range of expectations for regionalization of UNBC.

The following are some suggestions given to the Task Force:

- 1) Michael Hill's study, Regional Operations and University/College Relations suggest a Multiple-Core/Tri-center Model, stating that "the core of the university need not be a single place or location".
- 2) Mini-campus could be developed for specific programs in communities that have existing facilities and accommodations.
- 3) Partnerships could be developed with colleges, school districts, or private institutes for combined use of facilities and funding of resource material, instructors, etc.
- 4) Distance education models using state of the art technology could be employed.
- 5) Community leaders suggested that land could be available for regional campuses.

**TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION****MODELS OF REGIONALIZATION (continued)**

- 6) Short term and flexible programming could be emphasized.
- 7) Others expressed the need to develop the core, central, campus in Prince George and to complete that campus before regional programming is developed.

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **METHOD OF DELIVERY OF PROGRAMS**

Many expressed the need for a unique, non-traditional university that would tailor programs to suit the students' needs (shift workers, single parents, native students and mature students were mentioned). Although many accept that distance education may be necessary, it was clear that face-to-face instruction was preferred. Laddering of programs and transferability of programs were priority concerns. Frustration was expressed with existing inconsistencies of transfer programs between college courses and universities. Concepts to give credit for life experience or short courses and to allow course challenges were discussed.

### **PROGRAMS**

Some communities have prepared full programs specific to the resources in their communities.

Formal presentations were made and some examples of suggested programming are as follows:

- |                       |                                                                                                                                                                                                                                                   |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PRINCE RUPERT:</b> | <p>A Performing Arts Program using the Performing Arts facility that exists in this community.</p> <p>A Maritime &amp; Marine Studies Program based on the unique characteristics of the ice - free harbour infrastructures of Prince Rupert.</p> |
| <b>KITIMAT</b>        | <p>The Kitimat UNBC Liaison Committee has worked with the UNBC president, G. Weller, to hire a consultant to explore the potential for a technology program using laboratory equipment existing in the community.</p>                             |
| <b>WELLS</b>          | <p>A Fine Arts Faculty using the resources that exist in that unique community of artists.</p>                                                                                                                                                    |

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **METHOD OF DELIVERY OF PROGRAMS (continued)**

#### **ABORIGINAL STUDIES**

Aboriginal Studies should be interwoven with other programs as a part of the whole curriculum. Language and culture (cultural activities) were also suggested for specific studies. Questions were raised regarding native languages being accepted for language entrance requirements to UNBC.

Native representatives also spoke of the need to bring programs to their communities. Examples of successful university programming in native villages presently exist in the Williams Lake area.

#### **RECOMMENDATIONS:**

- 1) Explore possible models for regionalization of UNBC programs in each community through study conferences, questionnaires and other method of consultation.
- 2) Develop a clear regional plan to replace the Dahllof model including programs, delivery methods, and timelines.

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### **GENERAL**

Some suggestions cover a broader spectrum of endeavours. They are as follows:

- 1) Use regional expertise and hire educators and administrators with Northern British Columbian background whenever possible.
- 2) Encourage the hiring of native staff and counsellors.
- 3) Work towards gender equity within UNBC staff.
- 4) Hire people who have a commitment to regionalization and a regional vision for this unique university.
- 5) Report budgets and financing to the communities.

## **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

### **CONCLUSION**

The Task Force found the meetings offered an opportunity for people to express their aspirations for UNBC in their communities. The meetings also raised an understanding of the immensity of the task in creating a new university.

In order for UNBC to develop, it requires the full support of those communities in the regions surrounding Prince George. These communities have been very clear on the necessity of regional programs; how those programs are to be delivered will require consultation and planning.

The Task Force has facilitated many contacts for UNBC staff through the community meetings and it is hoped that information about UNBC will flow further into the communities at large.

# TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION

## PARTICIPANTS LIST

Please accept our apologies for any names that have been misspelled.

### PRINCE RUPERT

|                   |                |              |               |
|-------------------|----------------|--------------|---------------|
| Margit Gardiner   | Ray Gardiner   | Deb Bouliane | Ray Bouliane  |
| Nancy Wilson      | Odd Lidsuik    | Anne Brunet  | Al Brunet     |
| Linda Cochrane    | Margaret Neish | Bob Neish    | Paul Anderson |
| Mayor Pete Lester | George Hayes   | Kim Harris   | Erminio Pucci |
| Peter Stretter    | Michael McCrae | Fred Beil    | Karen Tankard |

### KITIMAT

|                   |                  |                 |                |
|-------------------|------------------|-----------------|----------------|
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### Correspondence:

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### TERRACE

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| Andre Klingner    | Nancy Hogue       | Reg Stowell   | Norbert Hartig |
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| Jack Talstra      | Bryan Edwards     | Don Englsey   | Roy Arnold     |
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| 1 name unreadable |                   |               |                |

# **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

## Correspondence:

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## HAZELTON

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## Correspondence:

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Gitanyow Independent School Society Richard H. Daly

## NEW AIYANSH

## Correspondence:

Kim Hansen

## SMITHERS

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| Deborah Law         | Harold Jordon     | Rick Trausridge  | Lisa Wall        |
| Sally Moore         | Joan Campbell     | Joan Wells       | L. Brittone      |
| Cathy Steinpeder    | David Walford     | Pat Munro        | P. Peterson      |
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| 26 names unreadable |                   |                  |                  |

## Correspondence:

|                              |               |                   |               |
|------------------------------|---------------|-------------------|---------------|
| David Gillespie              | W. Gordon     | Harald E. Jordan  | Nora Mitchell |
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| Carol Hutchinson             | Judy Littler  | Jennifer Roberts  | Terry Roberts |
| Bob Haslett, Chair, S.D. #54 |               | Lisa Wall         |               |

# **TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION**

## **TELKWA**

### **Correspondence:**

Joan Campbell

## **BURNS LAKE**

|                    |             |                |              |
|--------------------|-------------|----------------|--------------|
| Eric Pierce        | Gordon Fitt | Michael Turkki | Cathy Ashmst |
| Gordon McPhee      | Denys Bell  | Frank Marfins  | Paul Filteau |
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| 2 names unreadable |             |                |              |

## **VANDERHOOF**

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| Terry Weninger    | Jim Blake        | Bruce Smith       | Al Mooney    |
| T. A. Matthews    | Ted Smedley      | Mike Fitzpatrick  | Linden Pinay |
| Shirley Ohm       | H. Millard       | Israel Prabhwdass | Noel Smith   |
| Bill McLeod       |                  |                   |              |
| 1 name unreadable |                  |                   |              |

## **QUESNEL**

|                     |                 |                    |                |
|---------------------|-----------------|--------------------|----------------|
| M. Dinsdale         | Linda Arnold    | Colleen MacKenzie  | Debra Millward |
| Eleanor Christenson |                 | Lorna Schley       | Randy Derrick  |
| Carmen Paivinen     | Judy Haines     | Lise Davis         | Jennifer Cook  |
| Audrey Hegdin       | Greg Hornett    | Karen Borsato      | Ed Napier      |
| John Vizelac        | Peter Walch     | Margaret MacDonald |                |
| Russ Clinton        | Tony Bensted    | Gary Graf          | Bert de Viuk   |
| Steve Hilbert       | Gord Enemark    | Anne Burch         | Patty Kiniston |
| Melody Curle        | Terry Weninger  | Roberta Faust      | Hazel B. Smith |
| D. G. Flintoft      | Carolyn Hilbert | Roland Jarrett     |                |
| 6 names unreadable  |                 |                    |                |

### **Correspondence:**

Jeff Dinsdale

## **WILLIAM'S LAKE**

|                     |                   |                    |                |
|---------------------|-------------------|--------------------|----------------|
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| Jim Lipp            | Lynn Lipp         | Audrey Stromberg   | Kevin Brown    |
| Charlene Belleau    | Ronald Stromberg  | J. Randolph Radney |                |
| Gabriel Christopher |                   |                    |                |

**TASK FORCE TO REVIEW NORTHERN POST SECONDARY EDUCATION****DAWSON CREEK**

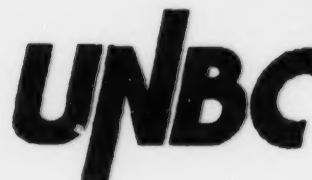
|                 |                 |                    |               |
|-----------------|-----------------|--------------------|---------------|
| Marlene Hebert  | Les Bradley     | Maryann Nielson    | Steve Rison   |
| Carolyn Rochon  | Neil Parkson    | Margaret Jenke     | Grant Short   |
| Mary Short      | Edith Larsen    | Charlie Larsen     | Allen Watson  |
| Jack Weisgerber | Patrick Michiel | Harold Hansen      | Wally Harwood |
| Deryle Griffith | Paul Dempier    | Carl Grame Stewart |               |
| J. G. Mahoney   |                 |                    |               |

Meeting with Northern Lights College Board Members as well as staff.

**FORT. ST. JOHN****Correspondence:**

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## Media Information

March 18 1992 for release at 10.00 AM

### Statement on UNBC's Development

The Interim Governing Council of the University of Northern British Columbia recently convened a special meeting in Prince George to critically examine the progress of its plans to attain full-scale operations by September 1993. The Council has concluded that the targeted date cannot be met without serious danger to the quality of its programmes and its general development as a University in and for all of Northern British Columbia.

The Council has decided on the advice of its administration and consultants that more time is needed:

- (a) to prepare proper programmes;
- (b) to have programmes accredited by professional agencies;
- (c) to consult and coordinate efforts with the Community Colleges and communities throughout the North;
- (d) to recruit and appoint quality faculty and bring them together as a team;
- (e) to plan for required instructional space, proper equipment, library resources and other facilities throughout the North.

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The University will now proceed with its development in stages, advancing to full operations in several locations in Northern British Columbia by the fall of 1994. Some programmes will begin in the fall of 1992, still more in the fall of 1993, and the final and largest component will begin in September 1994.

Expressing the feelings of the Interim Governing Council, Chairman Murray Sadler said;

"While it would be desirable to stay with our current target of September 1993 it would be irresponsible to risk compromising the quality of the University's development just for the sake of maintaining a target date. The possibility of last-minute changes and disappointments is too great. People deserve to have a date they can rely upon so they can make definite plans. September 1993 is no longer a reliable and responsible date. September 1994 is a firm and achievable date."

The University has discussed its change of plans with the Minister of Advanced Education who has expressed support for the decision.

The President of the University, Professor Geoffrey R. Weller, was also in full concurrence with the decision, saying,

"The University will be here, presumably for all time, and it is important that it begins in an atmosphere of quality rather than one of urgency."

The Interim Governing Council has pledged to continue the construction of facilities on the Prince George campus pressing for completion as soon as possible. There shall be no perceptible change in the construction programme except that the facilities will probably wait their complete outfitting and commissioning before occupancy.

*For further information contact:*

Dr Clive Keen, Director of Communications, UNBC ☎ 565 5555; Home ☎ 564 7793.